

## HUMAN SERVICES SYSTEM

### BUDGET UNIT: ADMINISTRATIVE CLAIM (AAA DPA)

#### I. GENERAL PROGRAM STATEMENT

This budget unit represents the administrative claim made by the county for social services programs under applicable mandatory federal and state regulations. Included are Transitional Assistance Department (TAD), Department of Children's Services (DCS), Adult Services programs of the Department of Aging and Adult Services (DAAS), CalWORKs funded programs of the Jobs & Employment Services Department (JESD), the Performance, Education and Resource Center (PERC), and the Administrative Support functions provided by HSS Administration.

#### II. BUDGET & WORKLOAD HISTORY

	<b>Actual 2001-02</b>	<b>Budget 2002-03</b>	<b>Estimated 2002-03</b>	<b>Department Request 2003-04</b>
Total Requirements	296,649,933	331,489,425	304,955,333	297,664,713
Total Revenue	283,507,186	319,725,182	293,191,090	286,197,963
Local Cost	13,142,747	11,764,243	11,764,243	11,466,750
Budgeted Staffing		4,409.1		3,422.7
<b>Workload Indicators</b>				
TAD Average Monthly Caseload	170,768	172,000	183,732	197,120
DCS Referrals - Annual	63,645	62,105	63,505	63,825
DCS Average Monthly Caseload	7,945	8,642	8,345	8,642
IHSS Average Monthly Caseload	12,449	13,523	13,042	14,163
IHSS Annual Paid Hours	11,771,679	13,045,883	13,425,661	14,596,235

Allocations received from the state in September 2002 resulted in significant changes to funding levels for many programs included in this budget unit. To address the net decrease in allocations HSS implemented cost saving measures including a hiring freeze, reduction of services, supplies and equipment purchases and cuts of funding available to contractors. These cost saving measures were quantified in the Adjustments to 2002-03 Final Budget For The Human Services System Administrative Claim Budget Unit presented to and approved by the Board of Supervisors as Item #68 on November 5, 2002. This action reduced appropriations and revenue by \$20.4 million. This decrease was offset by a \$2.3 million appropriation and revenue increase for IHSS Provider Payments. Budgeted staffing was reduced by 233.6 positions.

Estimates for 2002-03 reflect the projected effect of the cost saving measures that have been implemented.

- Salary and benefit estimates reflect the effect of staff attrition being experienced in the current year. Warnings of likely future staff reductions have caused many HSS staff to seek positions in other county departments or outside the county. This attrition, coupled with the hiring freeze, will result in projected year-end staffing levels 446 positions below the cuts made in the November 5, 2002 Adjustment. Because of this marked decrease in staff an additional salary savings of \$7.5 million is projected.
- Services, supplies and equipment expenditure estimates reflect the expectation that, cumulatively, expenditures will remain within the appropriation levels approved in the November 5, 2002 Adjustment. Overall savings in these appropriation units are estimated to be approximately \$1.0 million beyond the cuts made in the adjustment.
- Revenue is estimated to decrease commensurately with the decrease in expenditures yet will be adequate to keep this budget unit within the budgeted local cost.

The increase in TAD monthly caseload is a result of dramatic growth in Medi-Cal caseload. This growth is attributable to changes in Medi-Cal eligibility requirements, which allow more people to qualify for aid. Changes also allow clients currently receiving benefits to remain qualified for a longer period of time.

## HUMAN SERVICES SYSTEM

On March 11, 2003 the Board approved Item #59, Structural Reorganization and Transition of the CalWORKs Division. This item transitioned CalWORKs Welfare to Work programs administered by JESD into TAD. This action will allow TAD to consolidate and more efficiently deliver CalWORKs services to clients. Because CalWORKs funding is sufficient for the balance of 2002-03, staffing levels were not adjusted as a result of this reorganization; however, significant staffing reductions will be required in this program in 2003-04. Negative effects on service delivery that might result from further funding reductions and increased staffing costs in 2003-04 may be less severe because of economies realized from this transition.

### III. HIGHLIGHTS OF RECOMMENDED PROGRAM FUNDED ADJUSTMENTS

#### REQUIREMENTS

Anticipated allocation reductions (primarily in the loss of CalWORKs Incentive funds), coupled with increased staffing costs and required increases in the cost of county services, has forced HSS to implement further budgeted staffing and expenditure reductions for 2003-04. Appropriations will decrease a total of \$33.8 million between budget years. Highlights of the changes are as follows:

- Overall, staffing has been reduced 986.4 budgeted positions from the 2002-03 final budget. This represents a further reduction of 752.8 positions beyond the cut of 233.6 positions made in the November 5, 2002 Adjustment. Much of this reduction has been accomplished through the attrition of current staff. Remaining necessary reductions will be made through the layoff of staff in 2003-04.
- Salary and Benefit costs have been reduced \$15.7 million. This relatively small cost saving in relation to the large reduction of budgeted positions is attributable to a 16% to 20% increase in staffing costs. This increase in costs is a combination of negotiated MOU increases, salary step increases, and retirement contribution increases and worker's compensation cost increases.
- Services and supplies and central computer costs have been reduced \$8.6 million, despite a \$1.1 million increase in COWCAP charges.
- Other charges for services to clients will decrease \$1.1 million. Costs of providing supportive services to clients have been reduced \$9.6 million. These cuts are offset by a required increase of \$8.5 million for IHSS provider payments.
- Equipment costs have been reduced \$4.3 million. No photocopiers or vehicles will be purchased in 2003-04. Payments for a large lease/purchase made in 1999-2000 ended in 2002-03.
- Transfers to reimburse other county departments for services provided have been reduced \$1.3 million.
- Reimbursements from other county departments for services provided by HSS have been increased \$0.7 million. This reflects the increase in support provided by HSS Administrative Support Division and HSS Information and Technology Support Division to other county departments.
- Operating transfers out decreased \$2.1 million. This is the net result of the completion of the transfer of \$3.7 million to the Capital Improvement Projects budget for the Juvenile Court Dependency building project, the addition of \$0.5 million for the local cost requirement of the IHSS Public Authority and the addition of \$1.0 million to provide medical benefits to IHSS providers as negotiated and approved by the Board.

#### REVENUE

Available federal and state revenue will decline \$39.0 million from 2002-03 levels. This is primarily a result of the loss of CalWORKs funding. Significant revenue changes between budget years are as follows:

- It is estimated that TAD programs will experience an overall loss of \$39.3 million in state and federal revenue. This is a result of the loss of \$21.8 million in CalWORKs Incentive funding, \$12.2 million in other CalWORKs funding, \$1.2 million in Food Stamp Administration funding, \$6.0 million in Medi-Cal Administration funding and an increase of \$1.9 million in funding for various other programs.
- It is estimated that DCS programs will experience an increase of \$0.1 million.
- It is estimated that DAAS programs will experience an increase of \$0.2 million.

## HUMAN SERVICES SYSTEM

### LOCAL COST

All HSS programs are state and/or federal mandates and the county share of funding is either mandated as a percentage of total program costs or as maintenance of effort. County share is comprised of a combination of local funding sources and revenue from the Social Services Sales Tax Trust. The Social Services Sales Tax Trust was created during the State Tax Realignment process to offset local cost and is limited to use for designated social services programs.

In aggregate the HSS Administrative Claim Budget Unit requires a net additional county share of cost of \$6,323,781. No additional General Fund Local Cost will be required next year, as this amount will be provided from the Social Services Sales Tax Trust. Changes to local funding requirements are as follows:

- TAD programs will require \$0.4 million less county share. Despite the \$39.3 million loss of revenue only a very small amount of county share will be saved because most TAD programs require a fixed MOE as county share. Anticipated revenue from various small programs is expected to reduce local cost \$0.4 million.
- DCS programs will require \$0.7 million more county share. This increase is primarily a result of a decrease in the federal sharing ratio. A decrease in federal revenue requires additional county share to sustain program allocations at present levels.
- DAAS-IHSS Administration will require \$0.6 million less county share. A local share overmatch budgeted in 2002-03 to meet projected expenditures above allocation levels is no longer necessary.
- DAAS-Aging programs will require \$0.1 million more county share because of a required local share for a new program, Title III E-Family Caregiver Program.
- DAAS-IHSS provider payments will require \$10.1 million more local funding. This increase is due to negotiated wage increases and medical benefits approved by the Board and an increase in caseload and paid hours for services provided to clients.
- \$3.6 million less local funding will be required because all HSS obligations relating to the construction of a new Juvenile Dependency Court facility will be satisfied in 2002-03.

The need for additional revenue from the Social Services Sales Tax Trust is driven by the increase in county share of cost for programs as outlined above and the practice of financing all local share increases and local financing decreases with revenue from the Social Services Sales Tax Trust. Total additional revenue required from the Trust is \$6.1 million. This represents the net effect of increased local share and local funding lost as a result of the 4% and 30% spend-down plans.

**Due to declining sales tax revenues, and the fact that growth will now occur on a lower base amount, it will soon be impossible for Realignment to continue to fund all of the additional costs associated with mandated HSS programs. The draw on the Social Services Sales Tax Trust has begun to increase rapidly and is projected to continue to increase at a pace that will soon surpass receipts. When this occurs (perhaps as early as 2004-05), local county general fund dollars will then be required to pay for any mandated HSS program costs that cannot be covered by the Social Services Sales Tax Trust.**

## HUMAN SERVICES SYSTEM

Departments included in the Administrative Claim budget unit are summarized as follows:

### FUNDING BY PROGRAM

#### Included in the Administrative Claim

Transitional Assistance Department	Appropriation	Revenue	Local Share	Staffing
CalWorks - Eligibility	35,137,816	29,058,958	6,078,858	457.0
Food Stamps	28,890,872	25,029,741	3,861,131	376.0
CalWorks - Welfare to Work	37,182,589	37,182,589	-	407.0
Medi-Cal	35,286,789	35,286,789	-	459.0
Foster Care Administration	4,715,480	4,008,158	707,322	61.0
Child Care Administration	15,939,372	15,926,219	13,153	207.0
CalWorks - Mental Health	4,714,587	4,714,587	-	-
Cal-Learn	2,061,519	2,061,519	-	27.0
C-IV Consortium Funding	2,071,747	2,071,747	-	19.0
CalWorks - Incentive Funds	-	-	-	-
General Relief Administration	513,410	-	513,410	6.7
Other Programs	3,179,466	3,797,355	(617,889)	-
<b>Total</b>	<b>169,693,647</b>	<b>159,137,662</b>	<b>10,555,985</b>	<b>2,019.7</b>

Department of Children's Services	Appropriation	Revenue	Local Share	Staffing
Child Welfare Services	68,948,613	59,338,891	9,609,722	816.0
Promoting Safe and Stable Families	2,535,332	2,535,332	-	-
Foster Training and Recruitment	228,500	228,500	-	3.0
Licensing	1,109,541	1,109,541	-	-
Support and Therapeutic Options Program	863,757	604,630	259,127	-
Adoptions	3,040,218	3,040,218	-	36.0
ILP	2,230,076	2,230,076	-	4.0
Other Programs	1,883,810	1,778,822	104,988	4.0
<b>Total</b>	<b>80,839,847</b>	<b>70,866,010</b>	<b>9,973,837</b>	<b>863.0</b>

Aging and Adult Services	Appropriation	Revenue	Local Share	Staffing
In-Home Supportive Services	10,950,411	9,460,377	1,490,034	127.3
Adult Protective Services	4,510,171	4,286,274	223,897	52.4
IHSS Provider Payments	28,867,668	-	28,867,668	-
IHSS Provider Benefits	1,000,000	-	1,000,000	-
Contribution to Aging	420,906	-	420,906	-
IHSS PA	498,432	-	498,432	-
Other Programs	-	-	-	-
<b>Total</b>	<b>46,247,588</b>	<b>13,746,651</b>	<b>32,500,937</b>	<b>179.7</b>

Administration	Staffing
	360.3

Non Revenue Generating Costs	Appropriation	Revenue	Local Share	Staffing
PERC Training Expense	150,000	-	150,000	-
PERC Ethics Training	195,000	-	195,000	-
LLUMC - Child Assess Center	140,000	-	140,000	-
Other	398,631	-	398,631	-
<b>Total</b>	<b>883,631</b>	<b>-</b>	<b>883,631</b>	<b>-</b>

**Total Local Share** 53,914,390

**Social Services Realignment** 42,447,640 (42,447,640)

<b>Grand Total Administrative Budget</b>	<b>297,664,713</b>	<b>286,197,963</b>	<b>11,466,750</b>	<b>3,422.7</b>
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This proposed budget was developed based on estimated funding allocations. Actual allocations will not be known until the state budget process is complete. Any necessary adjustments will be submitted to the Board of Supervisors as a mid-year adjustment to the 2003-04 Final Budget.

## **HUMAN SERVICES SYSTEM**

Changes to the Administrative budget by department are discussed as follows:

### **TRANSITIONAL ASSISTANCE DEPARTMENT (TAD)**

#### **General Program Statement**

**TAD** is responsible for the administration of the financial support programs that assist the needy with basic services. The primary services provided include: Transitional Assistance to Needy Families (TANF), food stamps, Medi-Cal, child care, general assistance and the CalWORKs – Welfare To Work Program. CalWORKs – Welfare To Work assists qualified participants by providing remedial and/or basic education, vocational or on-the-job training to prepare participants to enter the job market. Participants receive supplemental funding for ancillary, childcare, and transportation costs during their active participation in the program. Failure to comply with program requirements results in loss or reduction of the participants' TANF subsistence payments.

All programs are funded by a combination of federal, state, and county dollars, with the exception of the general assistance program, which is funded solely by the county. The goals of the Transitional Assistance Department are to meet the basic needs of families and individuals while working with them to attain self-sufficiency, and to promote work and personal responsibility.

#### **Staffing Changes**

**TAD** staffing changes necessitate a reduction of 449.1 budgeted positions, which includes the following:

- Reduction of 166.5 various budgeted staff of which 7.5 are supervisory budgeted positions. These positions were removed in the Adjustment to 2002-03 Final Budget Board Agenda Item presented to and approved by the Board of Supervisors as Item #68 on November 5, 2002.
- Reduction of 17.5 budgeted temporary Public Service Employees (PSE) hired to work with the Welfare Data Tracking Information Program (WDTIP), which was completed in October 2002.
- Reduction of 36.0 budgeted temporary Public Service Employees hired as Spanish translators.
- Reduction of 88.6 budgeted clerical staff of which 1.0 is a supervisory budgeted position, due to cuts in funding and increased staffing costs.
- Reduction of 136.5 budgeted casework staff of which 25.0 are supervisory budgeted positions, due to cuts in funding and increased staffing costs.
- Reduction of 4.0 budgeted administrative support staff of which 2.0 are supervisory budgeted positions, due to cuts in funding and increased staffing costs.

**Welfare to Work** staffing changes necessitate a reduction of 262.0 budgeted positions, which includes the following:

- Reduction of 9.5 various budgeted staff. These positions were removed in the Adjustment to 2002-03 Final Budget Board Agenda Item presented to and approved by the Board of Supervisors as Item #68 on November 5, 2002.
- Reduction of 8.5 budgeted temporary JTPA – Summer Youth Aide positions transferred to SAC JOB.
- Reduction of 3.0 budgeted temporary Public Service Employees.
- Reduction of 51.0 budgeted clerical staff of which 5.0 are supervisory budgeted positions, due to cuts in funding and increased staffing costs.
- Reduction of 175.0 budgeted casework staff of which 20.0 are supervisory budgeted positions, due to cuts in funding and increased staffing costs.
- Reduction of 15.0 budgeted administrative support staff of which 5.0 are supervisory budgeted positions, due to cuts in funding and increased staffing costs.

The proposed budget includes a \$1.2 million increase in salary reimbursements from the Department of Behavioral Health (DBH) that allows for the retention of 28.0 positions. A new Memorandum of Understanding (MOU) between TAD and DBH had been created that calls for 28.0 HSS positions to be placed in DBH clinics, costs of which would have been fully reimbursed by DBH. However, because of additional fiscal limitations now anticipated at DBH next year, the department has indicated that it intends to scale down the original MOU and proceed with a modified MOU for 12.0 positions valued at \$583,000. Any necessary budget adjustments resulting from the revised MOU will be reflected in the 2003-04 HSS mid-year budget adjustment.

## **HUMAN SERVICES SYSTEM**

### **Program Changes**

Anticipated decrease in availability of CalWORKs funding and increased staff costs necessitates the reduction of staffing levels, services and supplies and some supportive services provided to participants. The net decrease of \$40.3 million results in a small savings to local cost because allocations for TAD programs require a set local share Maintenance of Effort (MOE) that does not change as allocations change.

## **DEPARTMENT OF CHILDREN'S SERVICES (DCS)**

### **General Program Statement**

**DCS** is a collection of programs aimed at reducing the occurrence of child abuse and neglect in San Bernardino County. The primary goal of these programs is maintaining families whenever possible. When not possible, the secondary goal is to provide the best permanent plan for the child removed from his or her caretaker.

To accomplish the mission of **DCS**, a wide variety of services are offered. Child Protective Services is the program with the highest visibility, with the goal of prevention of abuse to minors and the protection of those abused. Adoptions, family preservation, family support, and foster home licensing are the primary support programs to Child Protective Services.

### **Staffing Changes**

**DCS** staffing changes necessitate a net reduction of 58.0 budgeted positions, which includes the following:

- Addition of 21.5 various budgeted staff. These positions were added in the Adjustment to 2002-03 Final Budget Board Agenda Item presented to and approved by the Board of Supervisors as Item #68 on November 5, 2002.
- Reduction of 18.0 budgeted temporary Public Service Employees.
- Reduction of 12.0 budgeted clerical staff of which 1.0 is a supervisory budgeted position, due to cuts in funding and increased staffing costs.
- Reduction of 30.0 budgeted casework staff of which 4.0 are supervisory budgeted positions, due to cuts in funding and increased staffing costs.
- Reduction of 19.5 budgeted administrative support staff of which 1.0 is a supervisory budgeted position, due to cuts in funding and increased staffing costs.

### **Program Changes**

Late in 2002-03 the federal participation rate for Child Welfare Services funding decreased from 78% to 76% requiring a local cost increase of \$728,689. Increased staff costs and stagnation in Child Welfare Services funding necessitates the reduction of staffing levels, services and supplies and some supportive services provided to participants.

## **DEPARTMENT OF AGING AND ADULT SERVICES (DAAS)**

### **General Program Statement**

The **Department of Aging and Adult Services (DAAS)** serves as the area agency on aging for this county under the provisions of federal law, which makes funds available to senior citizen programs. Area agencies on aging provide leadership for defining objectives, establishing priorities, and developing a system to deliver services to older people. DAAS has a separate consolidated budget for the state and federally funded aging programs, which is presented in its own section under Aging Programs. DAAS is also responsible for the In-Home Supportive Services (IHSS) and the Adult Protective Services (APS) programs, which are both budgeted in the Human Services System Administrative Claim budget.

The IHSS program provides personal and domestic services for aged, disabled and blind persons enabling them to remain in their own homes rather than being placed in institutions. The program is operated by the use of the individual provider mode, which is paid directly to the provider by the state. The state then invoices the county for its portion of the individual provider costs. In addition, the county incurs expenses for supervision and administration of the program. These expenses are reflected in the HSS Administrative Claim budget unit. The federal share represents Medicaid dollars made available through participation in the Personal Care Services Program (PCSP).

## HUMAN SERVICES SYSTEM

The APS program investigates and resolves reports on elder and dependent adult abuse. The program provides a wide variety of services in resolving and preventing exploitation or neglect. The services include the investigation of issues, developing a service plan, counseling, referring to other community resources including the IHSS program, monitoring the progress of the client, and following up with the client.

### Staffing Changes

**DAAS** staffing changes necessitate a reduction of 61.3 budgeted positions, which includes the following:

- Reduction of 3.4 various budgeted staff. These positions were removed in the Adjustment to 2002-03 Final Budget Board Agenda Item presented to and approved by the Board of Supervisors as Item #68 on November 5, 2002.
- Reduction of 18.4 budgeted clerical staff of which 5.0 are supervisory budgeted positions, due to cuts in funding and increased staffing costs.
- Reduction of 28.0 budgeted casework staff of which 3.7 are supervisory budgeted positions, due to cuts in funding and increased staffing costs.
- Reduction of 11.5 budgeted administrative support staff of which 2.0 are supervisory budgeted positions, due to cuts in funding and increased staffing costs.

### Program Changes

Increased staff costs and stagnation of Adult Services funding necessitates the reduction of staffing levels and services and supplies expenditures.

IHSS - Individual Provider costs. This program is essentially an entitlement program that provides personal and domestic services for aged, blind and disabled persons, enabling them to remain in their homes rather than be institutionalized. In 2002-03 the IHSS providers unionized and successfully negotiated a 19.5% wage increase along with Board agreement to contribute a capped local share for provider medical benefits. Additionally, caseload growth in 2003-04 is expected to increase 11.8% over 2002-03. Local funding is required for the county share of the IHSS Individual Provider costs and the operating costs of the IHSS Public Authority. An additional \$10.1 million of local funding is necessary due to projected caseload growth in 2003-04 and the effects of the negotiated increase to staff costs.

Aging Programs – A temporary one-time shift of additional local county cost in the amount of \$974,137 was required to offset the estimated local cost need of Aging Programs in 2002-03. Realignment of staff, stagnation of funding streams and the need to fund service contracts at current levels contributed to the need for local funding to supplement traditional funding. Local funding was shifted from the HSS Administrative Claim budget and was replaced by revenue from the Social Services Sales Tax Trust. This \$974,137 in local funding will return to the HSS Administrative Claim budget in 2003-04. This increase in local funding is more than offset by local funding reductions due to the County's 4% and 30% reduction plans.

Historically, local cost has been given to the Aging budget through the HSS Administrative Claim budget to fund local match requirements in several Aging programs (Senior Employment, Supportive Services, Ombudsman, and Nutrition programs). In 2003-04, local cost budgeted in this budget unit will fund the following Aging programs:

Senior Employment Program	Local Share Match	36,000
Title III/VII Programs (Supportive Services Ombudsman, Nutrition)	Local Share Match	119,000
Title IIIE Family Caregiver Program	Local Share Match	117,906
Nutrition Program	Additional Local Share	148,000
Total		<u><u>420,906</u></u>

## HUMAN SERVICES SYSTEM

### ADMINISTRATION AND SUPPORT DIVISIONS

#### General Program Statement

HSS Administration and Support Divisions provide general administrative oversight and support functions to all departments included in the Administrative Claim. Support services are also provided to other HSS departments for purposes of continuity and economy of scale. Such services include budget analysis and coordination, facilities support, contract services support, agenda item coordination, special projects, auditing services, information technology and support, training, program legislation and research, and personnel services. Costs for these divisions are allocated to departments included in the HSS Administrative Claim budget and/or charged directly to departments not included.

#### Staffing Changes

**HSS Administration** staffing changes necessitate a net reduction of 156.0 budgeted positions, which includes the following:

- Reduction of 75.7 various budgeted staff of which 12.0 are supervisory budgeted positions. These positions were removed in the Adjustment to 2002-03 Final Budget Board Agenda Item presented to and approved by the Board of Supervisors as Item #68 on November 5, 2002.
- **Administrative Services Division** – reduction of 21.0 budgeted positions of which 2.0 are supervisory budgeted positions.
- **Auditing Division** – reduction of 4.5 budgeted positions.
- **Information Technology and Support Division** – net increase of 8.5 budgeted positions. This includes a transfer of 6.0 budgeted positions for the C-IV automation project that is now cost centered in ITSD (100% reimbursed by CIV State funding). Five budgeted positions have been added to provide programming support to HSS departments that was previously provided by ISD. One budgeted position has transferred from the SAC JOB budget unit to support the recent transfer of JESD staff. A reduction of 3.5 various budgeted positions due to funding reductions.
- **Performance Education Resource Center (PERC)** – reduction of 1.0 budgeted position. This reflects the removal of a PSE position.
- **Program Development Unit** – reduction of 2.5 budgeted positions.
- **Legislation and Research Division** – reduction of 0.8 budgeted position.
- **Program Integrity Division** – reduction of 51.0 budgeted positions of which 7.0 are supervisory budgeted positions.
- **HSS Personnel** – reduction of 5.5 budgeted positions.
- **Administration** – reduction of 2.5 budgeted positions.

#### Program Changes

Increased staff costs and the net reduction of social services funding necessitates the reduction of staffing levels, services and supplies and equipment expenditures.

In 2003-04 PERC will be performing additional training that will generate an estimated \$335,000 in additional revenue. Courses include the HIPPA training program, sexual harassment training, training for the City of San Bernardino, Organizational Culture Survey and staff delivered computer courses.

#### IV. VACANT POSITION IMPACT

HSS has reduced its budgeted staffing by almost 1,000 budgeted positions, or 22.4%, from the 2002-03 final budget. Budgeted staffing went from 4,409.1 in 2002-03 to 3,422.7 for 2003-04, a reduction of 986.4 budgeted positions.

Of the 3,422.7 budgeted positions, HSS has a total of only 41.5 vacant budgeted positions in its 2003-04 Department Request Budget. The breakdown of these positions is as follows:

Vacant Budgeted Not In Recruitment	20.0	Slated for Deletion
Vacant Budgeted In Recruitment	<u>21.5</u>	Retain
Total Vacant	41.5	



## HUMAN SERVICES SYSTEM

### Vacant Position Restoration Request:

HSS has submitted policy items for the restoration of 20.0 vacant budgeted positions that are slated for deletion. The County Administrative Office recommends Policy Items #1, 2, 3, 4 and 5, which would restore 20.0 vacant budgeted positions. The restoration is being recommended for the following reasons:

1. Twelve vacant budgeted positions are needed to correct under fill situations. These classifications work in various programs in HSS. The incumbents were budgeted at the correct salary/benefit range but are currently under filling higher-level positions.
2. Three vacant budgeted positions are needed to transition currently filled positions from the Jobs and Employment Services Department as a result of the reorganization of CalWORKs Employment Services employees under the Transitional Assistance Department.
3. Two vacant budgeted positions are for reclassification of positions that have been approved by HR to reflect changes in job duties.
4. Two vacant budgeted positions are for the Performance and Education Resource Center. The Media Tech Specialist position is essential in developing numerous communication and public relations tools including the HSS Pocket Guide and HSS Annual Report, as well as providing support on marketing and informational campaigns and materials. The Clerk IV position oversees the day-to-day administrative support functions and provides other high-level clerical support functions for PERC.
6. One vacant budgeted position is needed for the HSS Associate Administrative Officer temporarily assigned to a vacant higher position in the CAO's office.

These positions are funded by revenue from state and federal sources and by revenue from the Social Services Sales Tax Trust. No local cost savings would be achieved if these positions were eliminated.

CAO Rec	Item	Program	Budgeted Staff	Program Description
x	1	Various Programs	12.0 \$0 No Local Cost	Positions needed to correct underfill situations (3.0 HSS Program Specialists, 2.0 Automated Systems Analyst, 1.0 Clerk III, 1.0 Eligibility Worker Supervisor, 1.0 Fiscal Clerk III, 1.0 Secretary, 1.0 Social Worker II, 1.0 Staff Analyst II, and 1.0 Supervising Fiscal Clerk I).
x	2	Welfare to Work	3.0 \$206,238 Revenue Supported	Positions that are needed to transition currently filled positions from the Jobs and Employment Services Department as a result of the reorganization of CalWORKs (1.0 Automated Systems Analyst, 1.0 Staff Analyst II, and 1.0 Supervising Automated Systems Analyst).
x	3	Child Welfare Services and HSS Administration	2.0 \$18,686 Revenue Supported	These vacant budgeted positions are for reclassification of positions to reflect changes in job duties (1.0 Administrative Analyst and 1.0 Program Specialist).
x	4	Performance and Education Resource Center	2.0 \$116,150 Revenue Supported	These positions develop numerous communication and public relations tools as well as providing support on marketing and informational campaigns and materials (1.0 Media Specialist and 1.0 Clerk IV).
x	5	HSS Admin.	1.0 \$156,874 Revenue Supported	HSS Associate Administrative Officer temporarily assigned to a vacant higher position in the County Administrative Office.

### V. OTHER POLICY ITEMS

None.

### VI. FEE CHANGES

None.

The following chart provides an overview of the funding sources and local share requirements for the programs that are budgeted in the HSS Administrative Claim budget.

FUNDING BY PROGRAM REVENUE SOURCE AND LOCAL COST BREAKDOWN								
Included in the Administrative Claim	Appropriation	Revenue				Local Cost		
		Federal	% Federal	State	% State	Total Federal/State	Local Share	% Local Cost
<b>Transitional Assistance Department</b>								
Food Stamps	28,890,871	14,917,936	52%	10,111,805	35%	25,029,741	3,861,130	13%
<b>Single Allocation</b>							6,078,859	17%
CalWorks - Eligibility	35,137,816	20,330,875	58%	8,728,082	25%	29,058,957	-	-
CalWorks - Mental Health	4,714,587	-	-	4,714,587	100%	4,714,587	-	-
CalWorks - Cal-Learn	2,061,519	1,030,760	50%	1,030,760	50%	2,061,519	-	-
CalWorks - Welfare to Work	37,182,589	37,182,589	100%	-	-	37,182,589	-	-
CalWorks - Child Care Admin - Stage	6,613,401	6,613,401	100%	-	-	6,613,401	-	-
<b>Total Single Allocation</b>	85,709,912	65,157,625		14,473,429		79,631,053	6,078,859	
Medi-Cal	35,286,789	17,643,395	50%	17,643,395	50%	35,286,789	-	-
Foster Care Administration	4,715,481	2,488,989	53%	1,519,169	32%	4,008,158	707,323	15%
<b>Child Care Administration</b>								
Stage 2	6,112,786	4,571,298		1,541,488		6,112,786	-	-
Stage 3	2,721,818	954,507		1,767,311		2,721,818	-	-
CPS - GAPP	125,594	-		112,441		112,441	13,153	
Federal Block Grant - FAPP	365,773	365,773		-		365,773	-	-
C-IV Consortium Funding	2,071,747	-	-	2,071,747	100%	2,071,747	-	-
CalWorks - Incentive Funds	-	-	-	-	-	-	-	-
General Relief Administration	513,410	-	-	-	-	-	513,410	100%
Food Stamp Employment Training	841,500	619,389	74%	-	0%	619,389	222,111	26%
Other	2,337,966	306,463	13%	62,560	3%	369,023	1,968,943	84%
<b>Total</b>	<b>169,693,647</b>	<b>107,025,375</b>		<b>49,303,345</b>		<b>156,328,720</b>	<b>13,364,929</b>	
<b>Department of Children's Services</b>								
Child Welfare Services - Basic	62,344,385	30,730,131	49%	21,512,932	35%	52,243,063	10,101,322	16%
Child Welfare Services - Augmentation	6,604,228	3,243,582	49%	3,360,646	51%	6,604,228	-	-
<b>CWS Total</b>	<b>68,948,613</b>	<b>33,973,713</b>		<b>24,873,578</b>		<b>58,847,291</b>	<b>10,101,322</b>	
Promoting Safe and Stable Families	2,535,332	2,535,332	100%	-	-	2,535,332	-	-
Foster Training and Recruitment	228,500	145,089	63%	83,411	37%	228,500	-	-
Licensing	1,109,541	475,046	43%	634,495	57%	1,109,541	-	-
Support and Therapeutic Options Prog	863,757	-	-	604,630	70%	604,630	259,127	30%
Adoptions	3,040,218	1,467,851	48%	1,572,367	52%	3,040,218	-	-
ILP	2,230,076	2,230,076	100%	-	0%	2,230,076	-	-
Other Programs	1,883,810	764,138	41%	1,014,684	54%	1,778,822	104,988	6%
<b>Total</b>	<b>80,839,847</b>	<b>41,591,245</b>		<b>28,783,165</b>		<b>70,374,410</b>	<b>10,465,437</b>	
<b>Aging and Adult Services</b>								
In-Home Supportive Services	10,950,411	5,975,732	55%	3,484,645	32%	9,460,377	1,490,034	14%
Adult Protective Services	4,510,171	1,686,051	37%	2,600,223	58%	4,286,274	223,897	5%
IHSS Provider Payments Local Match	28,867,668	-	-	-	-	-	28,867,668	100%
IHSS Provider Benefits Local Match	1,000,000	-	-	-	-	-	1,000,000	100%
IHSS PA Local Cost Match	498,432	-	-	-	-	-	498,432	100%
Contribution to Aging Programs	420,906	-	-	-	-	-	420,906	100%
Other Programs	-	-	-	-	-	-	-	-
<b>Total</b>	<b>46,247,588</b>	<b>7,661,782</b>		<b>6,084,868</b>		<b>13,746,651</b>	<b>32,500,937</b>	
<b>Non Revenue Generating Costs</b>								
PERC Training Expense	150,000	-	-	-	-	-	150,000	100%
PERC Ethics Training	195,000	-	-	-	-	-	195,000	100%
LLUMC - Child Assess Center	140,000	-	-	-	-	-	140,000	100%
Other	398,631	-	-	-	-	-	398,631	100%
<b>Total</b>	<b>883,631</b>	-	-	-	-	-	<b>883,631</b>	
<b>OTHER REVENUES REDUCING LOCAL COST</b>							<b>(3,300,544)</b>	
<b>Total Administrative Budget</b>	<b>297,664,713</b>	<b>156,278,402</b>	<b>53%</b>	<b>84,171,378</b>	<b>28%</b>	<b>240,449,781</b>	<b>53,914,390</b>	<b>18%</b>
<b>SOCIAL SERVICES REALIGNMENT</b>							<b>42,447,640</b>	
							<b>11,466,750</b>	<b>Local Cost</b>

This is the fixed County MOE for the CalWorks Single Allocation which is split between Eligibility and Food Stamps. \$9,939,989

Remainder of Single Allocation for Stage 1 Childcare is \$44,089,340 (provider payments) and is accounted for in AAA ETP budget.

All childcare totals are for administration only. The remainder of these allocations are budgeted within the AAA ETP budget.

This is the fixed County MOE for Childcare Administration. \$13,153

Augmentation Funds shall be expressly used for Emergency Response, Family Maintenance, and Permanent Placement components of CWS and shall not be used to supplant existing CWS funds. These funds will be available only by exhausting the total CWS Basic allocation. Failure to fully expend budgeted funds would result in reduction of this allocation. There is no County Match.

This is the fixed County MOE for Adult Protective Services Administration. \$223,897

IHSS Provider Payments - State pays providers and the county is only billed for its local share of costs.

IHSS medical benefits local match of \$1,000,000.

This total includes \$80,000 for Out Stationed Eligibility Workers, 200,000 for Fraud Collection, 485,000 for PERC revenue collected, 20,000 from Sherriff for children assesment, 55,000 from State for other C-IV employees, and 125,000 in a grant from the Robert Wood Johnson Foundation, 1,846,944 from the San Bernardino County Coalition for Quality Child Care, 120,000 for Child Development Grant, 89,000 from CAPIT, 40,000 reimbursement for medical exams for children, 30,000 sales, 80,000 fees, 44,000 Healthy Start and 88,600 for the Drug Endangered Children Grant

Local cost is used to leverage Federal and State dollars. The following table demonstrates how further reductions in local cost would result in large losses in Federal and State funding, severely impacting departments' abilities to administer mandated programs.

## REVENUE SOURCE/LOCAL COST SUMMARY

Program/Allocation	PROGRAM BUDGET			COUNTY SHARE		Loss of Funding if County share reduced by \$1	Loss of Funding if County share reduced by 10%	Comments
	Program Costs	Federal and State Revenue	County Share	County Local Cost	Realignment			
<b>HSS Administrative Budget</b>								
<b>Hard Match Programs</b>								
CalWORKs & Food Stamp Administration	114,068,592	104,128,603	9,939,989	5,242,756	4,697,233	113,433,012	113,433,012	Fixed Local Funding Maintenance of Effort. Must spend MOE or lose \$113 million in funding
Adult Protective Svcs Administration	4,510,171	4,286,274	223,897	118,679	105,218	4,286,274	4,286,274	Fixed Local Funding Maintenance of Effort. Must spend MOE or lose \$4.3 million in funding
General Relief Administration	513,410	-	513,410	513,410	-	-	-	All County Share
<b>Percentage Based Mandates</b>								
Medi-Cal Admin	35,818,980	35,818,980	-	-	-	-	-	No County Share unless allocation is overspent
Other TAD Programs	19,292,665	19,190,079	102,586	-	102,586	20	2,068,857	Foster Care Admin, FSET, Kin-Gap Admin, C-IV Local Match is approximately 5%
Child Welfare Svcs Admin	68,964,986	59,250,276	9,714,710	5,591,905	4,122,805	6,604,228	7,566,244	\$6.67 million augmentation to allocation is available only after base allocation is exhausted and 15% local share is met
Supportive Therapy Option Program - DCS	863,757	604,630	259,127	-	259,127	4	166,582	30% Local Match required
Other DCS Allocations	11,011,104	11,011,104	-	-	-	-	-	Adoptions, ILP, Group Home, Foster Parent Trng
IHSS Administration	10,950,411	9,460,377	1,490,034	-	1,490,034	7	425,724	14% Local Match required
IHSS Provider Payments & PA	141,816,304 *	111,450,204	30,366,100	-	30,366,100			22% Local Match required. State mandated and caseload driven. It is not possible to reduce County share in this program without reducing caseloads.
<b>Discretionary Costs</b>								
Non-Revenue Generating Costs	1,304,537	-	1,304,537	-	1,304,537	-	-	
<b>Subtotal</b>	<b>409,114,917</b>	<b>355,200,527</b>	<b>53,914,390</b>	<b>11,466,750</b>	<b>42,447,640</b>	<b>124,323,545</b>	<b>127,946,693</b>	

\*Only IHSS local share is budgeted in HSS Administrative budget. To reconcile total HSS program costs to budgeted costs, reduce program costs by IHSS Provider payments Federal/State revenue.

Total program costs 409,114,917

IHSS Provider pmts Federal/State revenue 111,450,204

Total HSS Administrative budget 297,664,713

GROUP: Human Services System  
DEPARTMENT: HSS Administration  
FUND: General AAA DPA

FUNCTION: Public Assistance  
ACTIVITY: Administration

HUMAN SERVICES SYSTEM

ANALYSIS OF 2003-04 BUDGET

	A	B	C	D	B+C+D E Board Approved Base Budget
	2002-03 Year-End Estimates	2002-03 Final Budget	Base Year Adjustments	Mid-Year Adjustments	
<b><u>Appropriation</u></b>					
Salaries and Benefits	186,894,391	204,475,524	(8,182,587)	-	196,292,937
Services and Supplies	35,552,034	38,577,490	(6,320,214)	-	32,257,276
Central Computer	3,597,860	3,597,860	(786,964)	-	2,810,896
Other Charges	42,607,535	45,372,304	1,406,352	-	46,778,656
Equipment	1,981,784	4,732,727	-	-	4,732,727
Transfers	31,792,698	32,464,384	(4,207,793)	-	28,256,591
Total Exp Authority	302,426,302	329,220,289	(18,091,206)	-	311,129,083
Reimbursements	(1,158,834)	(1,369,157)	-	-	(1,369,157)
Total Appropriation	301,267,468	327,851,132	(18,091,206)	-	309,759,926
Operating Transfers Out	3,687,865	3,638,293	-	-	3,638,293
Total Requirements	304,955,333	331,489,425	(18,091,206)	-	313,398,219
<b><u>Revenue</u></b>					
Fines & Forfeitures	9,753	-	-	-	-
Taxes	-	-	-	-	-
Current Services	572,425	449,000	-	-	449,000
State, Fed or Gov't Aid	292,144,730	318,951,182	(17,793,713)	-	301,157,469
Other Revenue	415,547	295,000	-	-	295,000
Other Financing Sources	48,635	30,000	-	-	30,000
Total Revenue	293,191,090	319,725,182	(17,793,713)	-	301,931,469
Local Cost	11,764,243	11,764,243	(297,493)	-	11,466,750
Budgeted Staffing		4,409.1	(233.6)		4,175.5

GROUP: Human Services System  
DEPARTMENT: HSS Administration  
FUND: General AAA DPA

FUNCTION: Public Assistance  
ACTIVITY: Administration

HUMAN SERVICES SYSTEM

ANALYSIS OF 2003-04 BUDGET

	E	F	E+F G	H	G+H I	J	I + J K
	Board Approved Base Budget	Recommended Program Funded Adjustments	2003-04 Department Request	Vacant Position Impact	2003-04 Proposed Budget (Adjusted)	Recommended Vacant Restoration	2003-04 Recommended Budget
<b><u>Appropriation</u></b>							
Salaries and Benefits	196,292,937	(7,516,803)	188,776,134	(497,948)	188,278,186	497,948	188,776,134
Services and Supplies	32,257,276	(1,499,268)	30,758,008	-	30,758,008	-	30,758,008
Central Computer	2,810,896	-	2,810,896	-	2,810,896	-	2,810,896
Other Charges	46,778,656	(2,488,998)	44,289,658	-	44,289,658	-	44,289,658
Equipment	4,732,727	(4,346,518)	386,209	-	386,209	-	386,209
Transfers	<u>28,256,591</u>	<u>2,919,627</u>	<u>31,176,218</u>	<u>-</u>	<u>31,176,218</u>	<u>-</u>	<u>31,176,218</u>
Total Exp Authority	311,129,083	(12,931,960)	298,197,123	(497,948)	297,699,175	497,948	298,197,123
Reimbursements	<u>(1,369,157)</u>	<u>(661,685)</u>	<u>(2,030,842)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Appropriation	309,759,926	(13,593,645)	296,166,281	(497,948)	295,668,333	497,948	296,166,281
Operating Transfers Out	<u>3,638,293</u>	<u>(2,139,861)</u>	<u>1,498,432</u>	<u>-</u>	<u>1,498,432</u>	<u>-</u>	<u>1,498,432</u>
Total Requirements	313,398,219	(15,733,506)	297,664,713	(497,948)	297,166,765	497,948	297,664,713
<b><u>Revenue</u></b>							
Fines & Forfeitures	-	-	-	-	-	-	-
Taxes	-	-	-	-	-	-	-
Current Services	449,000	3,600	452,600	-	452,600	-	452,600
State, Fed or Gov't Aid	301,157,469	(17,996,050)	283,161,419	(497,948)	282,663,471	497,948	283,161,419
Other Revenue	295,000	2,258,944	2,553,944	-	2,553,944	-	2,553,944
Other Financing Sources	<u>30,000</u>	<u>-</u>	<u>30,000</u>	<u>-</u>	<u>30,000</u>	<u>-</u>	<u>30,000</u>
Total Revenue	301,931,469	(15,733,506)	286,197,963	(497,948)	285,700,015	497,948	286,197,963
Local Cost	11,466,750	-	11,466,750	-	11,466,750	-	11,466,750
Budgeted Staffing	4,175.5	(752.8)	3,422.7	(20.0)	3,402.7	20.0	3,422.7

## HUMAN SERVICES SYSTEM

Base Year Adjustments	
Salaries and Benefits	5,654,716 MOU increase. 10,512,142 Retirement increase. 816,984 Risk management workers comp increase. (15,000,000) Full year funding reduction. (10,166,429) Approved by the Board on November 5, 2002 - mid-year adjustment to final budget. <u>(8,182,587)</u>
Services and Supplies	(123,362) Risk management liability reduction. 42,000 PERC training cost increase. (6,238,852) Approved by the Board on November 5, 2002 - mid-year adjustment to final budget. <u>(6,320,214)</u>
Central Computer	<u>(786,964)</u>
Other Charges	(2,100,000) Full year funding reduction. 5,063,024 Full year funding increase - IHSS provider payments. Approved by the Board on January 14, 2003. 2,300,000 Increase in IHSS provider payments - approved by the board on November 5, 2002 - mid-year adjustment to final budget. (2,346,000) Reduction in JESD program contracts. Approved by the Board on November 5, 2002 - mid-year adjustment to final budget. (1,164,066) Reduction in FSET allocation. Approved by the Board on November 5, 2002 - mid-year adjustment to final budget. (346,606) Various other charges reduction. Approved by the Board on November 5, 2002 - mid-year adjustment to final budget. <u>1,406,352</u>
Transfers	(4,000,000) Full year funding reduction. (112,016) Approved by the Board on November 5, 2002 - mid-year adjustment to final budget. <u>(95,777)</u> EHAP reduction. <u>(4,207,793)</u>
Total Requirements	<u>(18,091,206)</u>
	(21,518,370) Total reduction in revenue. <u>3,724,657</u> Additional realignment needed as result of 4% and 30% spend down plans.
Total Revenue	<u>(17,793,713)</u>
Local Cost	<u>(297,493)</u>

## HUMAN SERVICES SYSTEM

### Recommended Program Funded Adjustments

Salaries and Benefits	Totals	
Total TAD	(2,831,861)	Net change to Transitional Assistance Department.
Total JESD	(2,524,430)	Net change to Jobs and Employment Services Department.
Total DCS	(794,821)	Net change to Department of Childrens Services.
Total DAAS	(575,870)	Net change to Department of Aging and Adult Services.
Total Admin	(789,822)	Net change to HSS Administrative Divisions.
	<u>(7,516,803)</u>	
Services and Supplies	(172,872)	Reduction in communication network systems.
	(100,450)	Reduction in computer software purchases.
	(532,000)	Reduction in computer hardware purchases.
	(100,000)	Reduction in office expenses.
	(100,000)	Reduction in printing services.
	(202,832)	Reduction in temporary help services.
	1,110,104	Increase in COWCAP rate.
	614,355	Increase in distributed data processing equipment.
	137,348	Increase in professional services.
	(750,000)	Reduction in systems development charges.
	(585,000)	Reduction in maintenance of equipment.
	(277,450)	Reduction in maintenance of structures.
	<u>(540,471)</u>	Overall reduction in other services and supplies.
	<u>(1,499,268)</u>	
Other Charges	(400,000)	Reduction in employment services - transportation.
	(454,000)	Reduction in employment services - program contracts.
	(1,181,855)	Reduction in Childrens Services - program contracts.
	(635,936)	Reduction in CalWORKS incentive contracts.
	(1,000,000)	IHSS provider health insurance to be reported in transfers - 5030.
	(498,432)	IHSS PA local cost match to be reported in transfers - 5030.
	2,690,476	Increase in IHSS provider payments.
	<u>(1,009,251)</u>	Overall reduction in other charges.
	<u>(2,488,998)</u>	
Equipment	(878,000)	Reduction in equipment purchases over \$5,000.
	(1,833,385)	Reduction in vehicle purchases.
	<u>(1,635,133)</u>	Reduction in leased equipment purchases.
	<u>(4,346,518)</u>	
Transfers	<u>2,919,627</u>	Increase due to TAD MOU with SAC JOB and EHAP charges moving from the 200 series.
Reimbursements	<u>(661,685)</u>	Increase in HSS Admin. staff performing non-welfare support functions.
Total Appropriation	<u>(13,593,645)</u>	
Operating Transfers Out	(3,638,293)	End of funding for Juvenile Dependency Court Building.
	1,000,000	IHSS provider health insurance to be reported in transfers - 5030.
	498,432	IHSS PA local cost match to be reported in transfers - 5030.
	<u>(2,139,861)</u>	
Total Requirements	<u>(15,733,506)</u>	
Revenue		
Current Services	<u>3,600</u>	Increase in health services grant.
State, Fed or Gov't Aid	<u>(17,996,050)</u>	Decrease due to reduction in program costs resulting from decreased allocations.
Other Revenue	<u>2,258,944</u>	Increase due to San Bernardino County Coalition for Quality Childcare Grant.
Total Revenue	<u>(15,733,506)</u>	
Local Cost	<u>-</u>	

### Vacant Position Impact Summary

	Authorized	Budgeted Staffing	Salary and Benefit Amount	Revenue	Local Cost
Vacant Budgeted Not In Recruitment	20	20.0	497,948	497,948	-
Vacant Budgeted in Recruitment - Retain	22	21.5	1,473,548	1,473,548	-
Total Vacant	42	41.5	1,971,496	1,971,496	-
Recommended Restoration of Vacant Deleted	20	20.0	497,948	497,948	-

## HUMAN SERVICES SYSTEM

### Vacant Position Impact Detail

	Position Number	Budgeted Staffing	Salary and Benefit Amount	Revenue	Local Cost
<i>Note: If position is seasonal indicate next to Classification (Seasonal - May through August)</i>					
<b><u>Vacant Budgeted Not In Recruitment</u></b>					
Automated Systems Analyst I	13837	(1.0)	-	-	-
Automated Systems Analyst I	N0000375	(1.0)	(67,238)	(67,238)	-
Automated Systems Analyst I	72389	(1.0)	-	-	-
Clerk III	2974	(1.0)	-	-	-
Clerk IV	76707	(1.0)	(47,418)	(47,418)	-
Eligibility Worker Supervisor I	13699	(1.0)	-	-	-
Fiscal Clerk III	74709	(1.0)	-	-	-
HSS Program Specialist I	N0000478	(1.0)	(5,218)	(5,218)	-
HSS Program Specialist I	16694	(1.0)	-	-	-
HSS Program Specialist II	74141	(1.0)	-	-	-
HSS Program Specialist II	7923	(1.0)	-	-	-
Media Specialist	12152	(1.0)	(68,732)	(68,732)	-
Secretary I	7707	(1.0)	-	-	-
Social Worker II	18003	(1.0)	-	-	-
Staff Analyst II	8193	(1.0)	(70,303)	(70,303)	-
Staff Analyst II	72418	(1.0)	-	-	-
Supv Fiscal Clerk I	16568	(1.0)	-	-	-
Supvg Auto Systems Analyst I	N0000311	(1.0)	(68,697)	(68,697)	-
Administrative Analyst III	72911	(1.0)	(13,468)	(13,468)	-
Associate Administrative Offcr	72655	(1.0)	(156,874)	(156,874)	-
Subtotal Recommended - Retain		(20.0)	(497,948)	(497,948)	-
Total Slated for Deletion		(20.0)	(497,948)	(497,948)	-

#### Vacant Budgeted in Recruitment - **Retain**

Applications Specialist	N0000479	1.0	62,936	62,936	-
Applications Specialist	N0000481	1.0	62,936	62,936	-
Applications Specialist	N0000480	1.0	62,936	62,936	-
Automated Systems Analyst I	N0000488	1.0	67,238	67,238	-
Automated Systems Analyst I	74882	1.0	67,238	67,238	-
Automated Systems Analyst I	N0000487	1.0	67,238	67,238	-
Business Systems Analyst I	N0000255	1.0	65,744	65,744	-
Business Systems Analyst I	N0000253	1.0	65,744	65,744	-
Business Systems Analyst I	N0000258	0.5	32,872	32,872	-
Business Systems Analyst I	N0000256	1.0	65,744	65,744	-
Business Systems Analyst I	N0000257	1.0	65,744	65,744	-
Clerk II	3040	1.0	38,339	38,339	-
Clerk III	73921	1.0	42,617	42,617	-
Dep Director Transitional Asst	N0000262	1.0	100,170	100,170	-
Programmer III	N0000409	1.0	82,335	82,335	-
Programmer III	N0000184	1.0	82,335	82,335	-
Programmer III	N0000408	1.0	82,335	82,335	-
Programmer III	N0000407	1.0	82,335	82,335	-
Secretary I	N0000541	1.0	48,388	48,388	-
Supervising Accountant II	72650	1.0	73,489	73,489	-
Supvg Auto Systems Analyst I	N0000312	1.0	68,697	68,697	-
Supvg Auto Systems Analyst II	59	1.0	86,138	86,138	-
Total in Recruitment Retain		21.5	1,473,548	1,473,548	-

NOTE: If applicable, the vacant position will be bolded if included in the 30% Cost Reduction Plan not yet implemented.  
If applicable, the seasonal vacant position that is currently not filled will indicate which months they are needed.